



• MAST to the Rescue

• Long-Haul Truckers

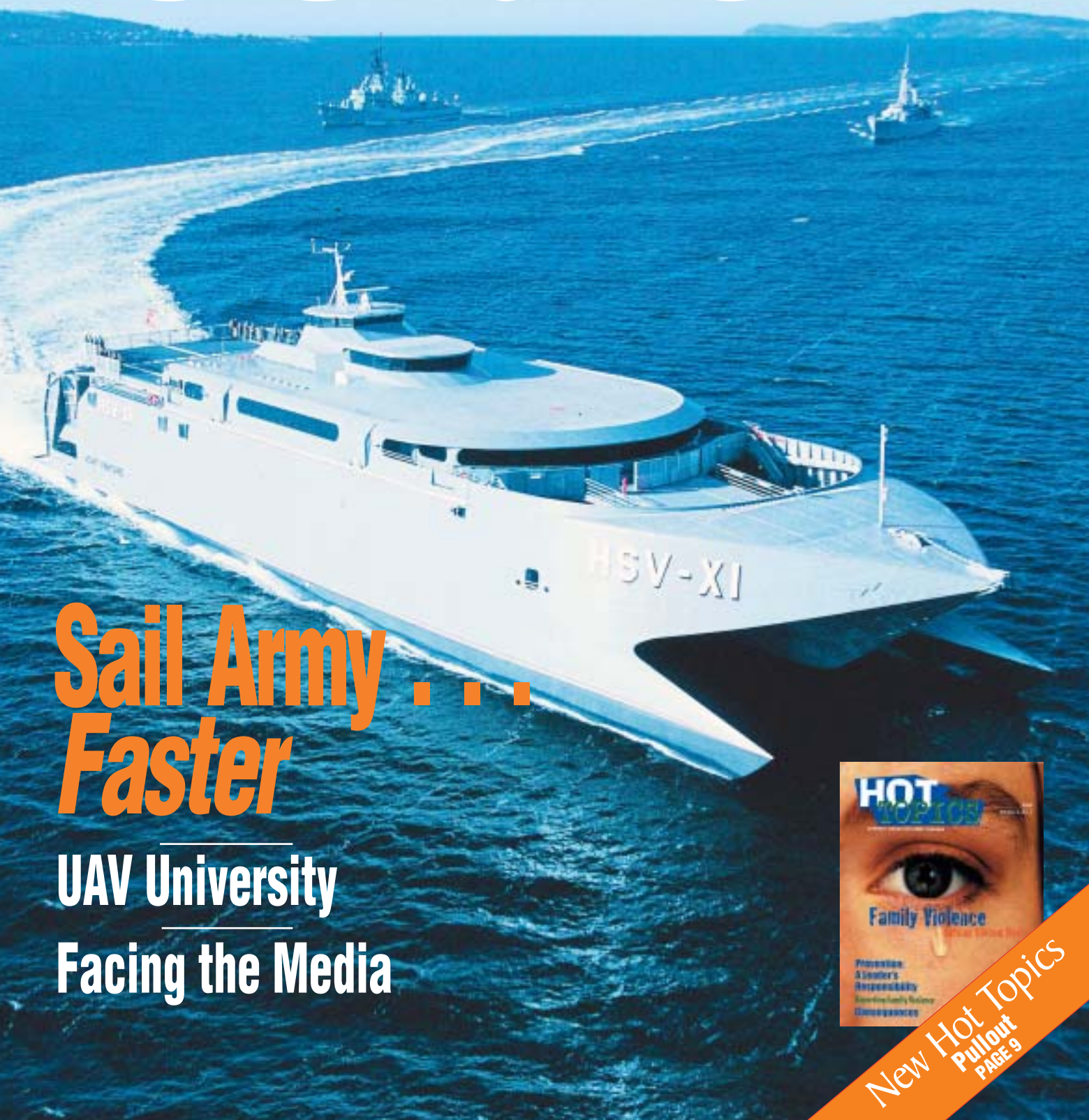


The Official U.S. Army Magazine

February 2003

[www.soldiersmagazine.com](http://www.soldiersmagazine.com)

# Soldiers



**Sail Army . . .  
Faster**

**UAV University**

**Facing the Media**



**New Hot Topics  
Pullout  
PAGE 9**

# Soldiers

February 2003 Volume 58, No. 2



## The Official U.S. Army Magazine

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## 4 UAV University

At the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz., soldiers are learning to operate and maintain a type of aircraft — the unmanned aerial vehicle — that is revolutionizing battlefield reconnaissance, targeting, and command and control.

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Soldiers of the Mannheim-based 28th Transportation Battalion haul vital goods throughout Europe.

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A high-tech, high-speed catamaran may bring about a sea change in the makeup and employment of the Army’s extensive watercraft fleet.

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In Hawaii, Army aviators and air ambulances are providing a vital service to the community.

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### Front cover:

The experimental vessel *Joint Venture* offers new possibilities for future Army logistics operations. — *Photo courtesy Incat/Richard Bennett Photography*

## From the Editor

WHETHER it's providing real-time, over-the-horizon battlefield information or dispatching terrorists with a Hellfire missile, the unmanned aerial vehicle has earned its place as an arrow in the commander's quiver of resources. In "UAV University," Steve Harding gives us a behind-the-scenes look at the Unmanned Aerial Vehicle Training Center at Fort Huachuca, Ariz.

Who do you call when you have to get a single shipment of 800 tons of vehicles and equipment with 360 troops somewhere absolutely, positively on time? Join Steve again as he takes a look at the Army's jet-powered catamaran in "Sail Army ... Faster."

And to see how beans and bullets get from the port to the private in U.S. Army, Europe, check out Heike Hasenauer's "Long Haul Truckers," a close-up look the 28th Transportation Battalion.

For many soldiers, nothing is more fearsome than dealing with TV cameras and reporters' questions. In "Facing the Media," Beth Reece shows us how Army Public Affairs' expert trainers turn soldiers into heroes when dealing with the media.

*John C. Suttle*

## Why a Paper LES?

IN the December issue MSG Kenneth Shepherd wondered why soldiers can't elect to turn off the hard copy of their LESs.

Army commanders need to see all of their soldiers' LESs, along with the Unit Commander's Finance Report (UCFR), because it's up to the commander and first sergeant to ensure soldiers are being paid correctly and on time.

Because the UCFR doesn't break down the exact type of special pay a soldier may be receiving, the LES is also needed. Plus, the LES indicates exactly what a soldier is being paid and the exact amount that went into his bank account. This procedure was designed to stop a soldier from continuously being overpaid or underpaid. And finally, the personnel services NCO in each unit must possess a security clearance ... it's computers that are unsecure.

*SSG Darlene J. Hill  
via e-mail*

## Not a Ram

THE truck tackling the uphill rock climb in the December article "One Tough Track" is not a Dodge Ram as indicated, but is actually a Chevrolet series P/U truck.

*1LT Mark A. Ruffing  
via e-mail*

*Uhhmmm ... except that the vehicle (a modified Ram 2500/3500) has the Dodge Ram symbol on the hood.*

## Muslim Menu

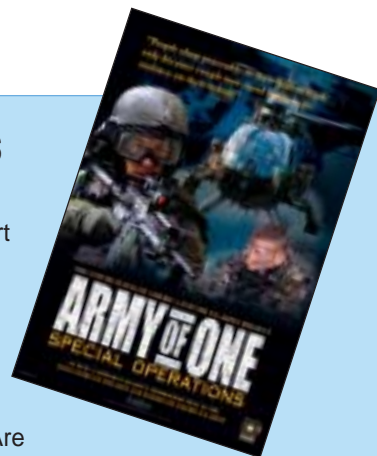
I REALLY loved the December story stressing the importance of Army chaplains.

However, one comment in

## Love Those Posters

WE here at U.S. Army Accessions Command, Fort Monroe, Va., are proudly displaying the great "Army of One" posters.

I would like to know if we can obtain a dozen or so additional copies of the "Special Ops" poster. Are there any others in this series?



*LTC Michael McGurk  
via e-mail*

THE "Special Operations" poster is the second in a planned four-poster series. Watch for "The Civilian Workforce" and "Homeland Defense" in upcoming issues of *Soldiers*. To request additional copies of the "Special Operations" poster, ask your publications officer to order DA Poster 360-213 DEC 02.

AS a member of the British Army working in Germany with U.S. Army, Europe, I must say that the posters supplied with recent issues of *Soldiers* are excellent. They convey the right message and portray the men and women of the U.S. Army as being proficient, professional and, most importantly, proud in what they are, what they are doing and whom they do it for.

*Cpl. P Lawson-Brown  
via e-mail*

the article is not entirely true. That Muslims cannot eat pork is correct, but not being able to eat salt or white flour is false. The Koran clearly states what a Muslim can or cannot eat, and salt and white flour are not among the prohibited items.

*CW2 Wayne Hester  
via e-mail*

We need to expand our presence of historians in the divisions, brigades and on the battlefields. History happens now, not just after the final gun falls silent on the battlefield.

*CPT Gerald D. Hodge Jr.  
via e-mail*

## USAREUR Subscriptions

YOUR November issue said that those not receiving *Soldiers* could subscribe by going to the [www.usapa.army.mil](http://www.usapa.army.mil) Web site. This is not the case for units assigned to U.S. Army, Europe.

Subscriptions for publications from accounts located in USAREUR are submitted by the person holding the

## Veterans History

I READ with interest the November article "The Veterans History Project."

I find it disturbing that this effort is being led by private organizations, not by the Army. We are failing our veterans in our poor thoroughness in recording their experiences.

publications account, through the USAREUR Pubs System (UPUBS), and not directly to USAPA. USAREUR accounts accessing the USAPA site will get the impression that they are subscribing or modifying their subscriptions, when in fact it will not happen.

Patrick I. Quinn  
SETAF Publications Officer  
Vicenza, Italy

## No Nukes at Dugway

During the editing of our October article "The NBC Detectives" we inadvertently altered the author's text in a way that suggested that the U.S. Army Dugway Proving Ground is involved in nuclear testing.

That impression was false: Dugway Proving Ground and the West Desert Test Center have nothing to do with nuclear training or defense of any kind.

## Credit Where Due

IN the October article "Fighting the Wildfire Wars" you credited the lower right-hand photo on page 23 to MSG Bob Haskell. It was actually taken by SPC Scott Griffin of the Colorado Army National Guard.

MSG Deborah A. Smith  
via e-mail

WE'RE certainly sorry for the error — as photographers, we know how important it is to correctly credit photos.

## Rave Review

THANK you for your great August coverage of the U.S. Army Soldier Show.

Although I have been a Department of the Army civilian for more than 20 years, I never paid much attention to the show. Your article really got me interested in attending.

When the show came to West Point I was able to attend, and it was one of the most wonderful shows I have ever seen. The talent exhibited by the performers was magnificent.

I can't wait to attend next year!

Kathleen Ridgeway  
via e-mail

## Looking for Camp Smith

I HAVE a 1944 photo of some soldiers standing in front of a flag that has two crossed rifles on it. A note on the back of the photo just says "Camp Smith," and I'm wondering if you can tell me where that is.

Alan Hamilton  
via e-mail

The crossed rifles on the flag indicate that it is probably a guidon for an infantry unit. That, plus the year, rule out the Marine Corps Base at Camp H.M. Smith, Hawaii (which only gained that name in the 1950s), so we'd guess it's probably Camp Smith, N.Y. That post, if we remember correctly, was a World War II staging area for troops awaiting sea transportation to Europe through the Port of New York.

To positively identify both the location and the unit, you might want to send a copy of the photo to: Reference Division, U.S. Army Center of Military History, 103 Third Avenue, Fort McNair, Washington, D.C. 20319-5058.

**Soldiers** is for soldiers and DA civilians. We invite readers' views. Stay under 150 words — a post card will do — and include your name, rank and address. We'll withhold your name if you desire and may condense your views because of space. We can't publish or answer every one, but we'll use representative views. Write to: **Feedback, Soldiers**, 9325 Gunston Road, Ste. S108, Fort Belvoir, VA 22060-5581, or e-mail: [soldiers@belvoir.army.mil](mailto:soldiers@belvoir.army.mil).



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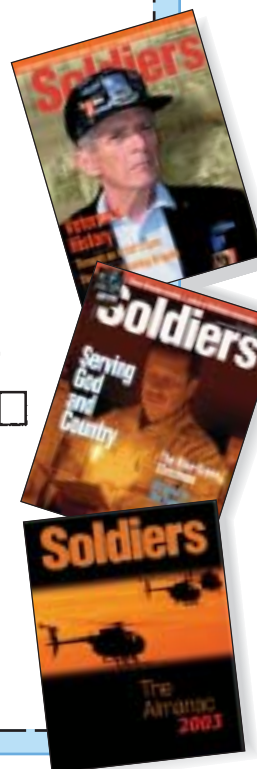
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ECHO COMPANY, 305TH MILITARY INTELLIGENCE BATTALION

# UAV Univer

*Soldiers at the U.S. Army Intelligence Center and School are learning to operate and maintain an aircraft that has revolutionized battlefield reconnaissance.*

**T**HE small gray aircraft sitting on the runway in a remote area of Fort Huachuca, Ariz., looks harmless enough. There are no tank-killing missiles hanging from its wings, no powerful cannon beneath its nose, not even a cockpit for a pilot.

Yet in the skies over the Balkans, Afghanistan and other hotspots, similar machines — pilotless reconnaissance craft known as unmanned aerial vehicles — have proven to be among the Army's most potent battlefield systems. Circling unheard and nearly invisible, UAVs gather intelligence, mark targets and keep ground commanders informed of the ever-changing events below.

And it is at Fort Huachuca that the Army trains the soldiers who operate and maintain these compact eyes in the sky.

*(Continued on page 6)*



# sity

Story and Photos by Steve Harding







## A Modern Facility

Part of the 305th Military Intelligence Battalion's Company E, Fort Huachuca's Unmanned Aerial Vehicle Training Center lies at the end of a winding road several miles from the main post. The modern buildings house three amphitheater-style classrooms, a computer-assisted-training classroom, a maintenance training facility and two simulator rooms, and nearby is a 2,000-foot hard-surface runway dedicated solely to UAV operations. The complex is surrounded by some 600 square kilometers of airspace closed to civilian aircraft.

"It's a great facility, and it's well suited to what we teach," said CPT Prescott Farris, an Army aviator and the officer in charge of UAV training. "Our students have to master a variety of challenging subjects — things like aerodynamics, navigation and weather —

and the layout of the classrooms and other training areas really helps facilitate learning."

The school's staff numbers about 40, and includes officers, enlisted soldiers and civilians. The staff is organized into a flight platoon, a maintenance platoon and an operations platoon. Instructors are split about equally between soldiers and Department of the Army civilians.

"We have a fair number of DAC instructors, mainly because there is a real desire to get our schoolhouse NCOs back into the field," Farris said. "Since many of the DACs have been involved with UAVs since the beginning, it gives continuity in terms of the knowledge base and a tremendous well of experience to draw from."

"The bottom line," Farris said, "is that together our military and civilian instructors know just about everything there is to know about the two UAV systems we teach."



**Soldiers hone their skills on simulators that replicate the UAV's flight characteristics and information-gathering capabilities.**





**Students in the 16-week UAV systems maintainer course take a closer look at a Hunter. Before transitioning to UAVs, MOS 33W soldiers must first complete the U.S. Army Intelligence School's exhaustive 42-week intelligence systems maintainer course.**

## Hunter and Shadow

Instruction at the school centers on the Army's two principle UAV systems, the RQ-5A Hunter and RQ-7A Shadow. Though similar in appearance, Farris said, the aircraft differ greatly in both mission and capability.

"With a wingspan of 29 feet, Hunter is a fairly large aircraft that's intended to be a division and corps asset," he said. "It's a twin-engined, medium-endurance, medium-range aircraft, and it requires an improved site for take-off and landing. It also requires an external pilot to get it airborne and land it separately from the operators in the ground-control station, who fly the aircraft and operate its sensors."

The Hunter and its associated systems must be transported aboard several five-ton trucks, Farris said. Moving the system into a particular area is what he termed a "large logistical event," and the system requires a very large "footprint" on the

ground to operate.

In comparison to the older and larger Hunter, the single-engine Shadow is a small and compact system intended as a brigade-level asset, Farris said.

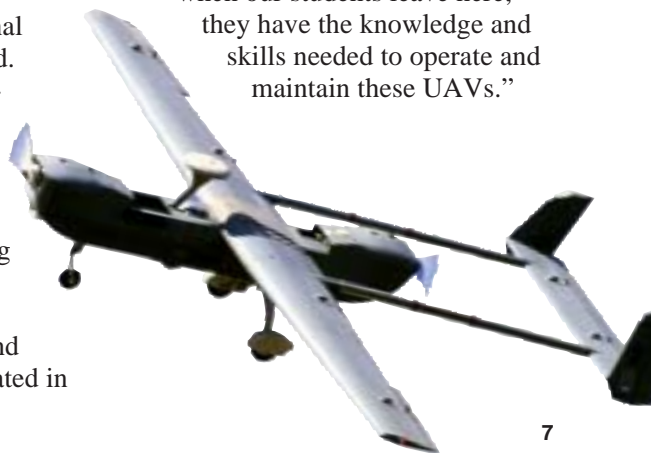
"The maneuver brigade commander is really concerned more with the short-range fight, and Shadow is intended to give him a UAV he can employ in his own way," he said. At just over nine feet long and with a wingspan of about 13 feet, Shadow is a smaller, more easily handled aircraft with somewhat shorter range.

"And we've taken the external pilot out of the loop," Farris said. "The Shadow is Humvee-transportable, uses a launcher rather than a runway for takeoff and has an automatic landing system with arresting gear. So the aircraft doesn't need the long and improved runway that the Hunter requires."

Though they differ in size and capability, both UAVs are operated in

essentially the same way, Farris said. Once in the air, they are controlled by a two-soldier team — the air-vehicle operator flies the aircraft, while the mission payload operator controls the onboard cameras and other sensors. The images and other data gathered by the UAV are transmitted back to a ground station or to other aircraft, and can be used for reconnaissance, targeting and other purposes.

"These are very capable and sophisticated systems," Farris said, "and it's up to us to ensure that when our students leave here, they have the knowledge and skills needed to operate and maintain these UAVs."





## Students and Courses

Though some students attending the UAV school are career soldiers who have been reclassified from other MOSs, most are privates fresh out of basic training, Farris said. Whatever their background, all of the students are enrolled in one of four basic courses.

Air-vehicle operators and mission-payload operators are covered by one MOS, 96U, and during 24 weeks of training they learn everything from basic aerodynamics to payload operations to flightline operations. The training includes classroom lectures, simulator “missions” and actual flight time. Each student must pass the same security clearance requirements as all other intelligence soldiers, as well as passing a Class 3 flight duty medical examination — a variant of the standard Army flight physical.

In the MOS 52D UAV maintainer course, MOS-qualified basic generator

mechanics are trained to handle all aspects of UAV engine maintenance and repair. The course is 10 weeks long for prospective Hunter mechanics and five weeks for those destined for Shadow units.

MOS 33W systems maintainers are responsible for the UAV’s shelter, software, antennas, cables and payloads. All students in the school’s 33W course must have completed the U.S. Army Intelligence School’s exhaustive 42-week intelligence systems maintainer course. They come to the UAV school for 16 weeks of additional training in the systems specific to the UAVs.

The 16-week external pilot course is specific to those soldiers who take off and land the Hunter, and who turn over control of the aircraft to the air-vehicle operator for the actual mission. Training for external pilots includes the same aerodynamics, weather, navigation and other training provided to air-vehicle operators.

“We definitely throw a lot of



information at all of our students,” said SFC Ronald Miller, the NCOIC of UAV training. “But the good news is that only about two percent of our 15 percent attrition rate in the UAV course is due to academic problems.

“Our students are very motivated, and very computer literate, and we put a lot of effort into helping each person,” Miller said.

Beyond the school’s primary mission of turning out highly qualified UAV operators, Farris said, he and his instructors also try to continue the “soldierization” process of the individual students.

“Even though we’re a school, we’re also trying to turn these young people into professional soldiers that believe in and uphold the Army values,” he said. “We also want them to understand that they’re intelligence professionals, and that what they do can have a direct and important impact on the battlefield.”



**SGT Richard Peebles and SPC Brett Horner work on a Hunter in the UAV school’s maintenance hangar.**





Soldiers move a Hunter into position for takeoff (above), and minutes later the aircraft lifts off under the control of civilian external-pilot instructors (larger photo). On landing, the UAV uses its tail hook to snag an aircraft-carrier-style wire.

## The Future

As the Army's use of UAVs continues to grow, providing well-trained and competent soldiers to operate them will become increasingly important, Farris said.

"UAVs are a growth industry, and the young soldiers who go through this school will be on the cutting edge of a growing and increasingly important technology," he said. "There are newer and more capable UAVs on the horizon, and we're sure that when they come along we'll be training the operators right here." □

*"UAVs are a growth industry, and the young soldiers who go through this school will be on the cutting edge of a growing and increasingly important technology."*





## and the War on Terrorism

In December the Navy, Marine Corps and Air Force announced decreases in the numbers of reservists on active duty in support of the partial mobilization, while the Army announced increases. At press time, 25,368 Army National Guard and Army Reserve soldiers were on active duty in support of the mobilization. The number of reserve-component personnel from all services was 50,825, including both units and individual augmentees.

Recapping American antiterrorist activities as of the end of 2002, Homeland Security Adviser Tom Ridge said the military had disrupted al Qaeda training facilities in Afghanistan, and U.S. forces were working with local counterterrorism forces in Yemen and the Philippines. The international coalition had frozen \$125 million worth of assets and disrupted terrorist activity in Spain, Italy and Germany. About 2,700 terrorists or supporters were in custody.

Even as soldiers from the French army began training the 6th Battalion of the Afghan National Army in December, U.S. special forces soldiers were inprocessing the first members of the 7th Bn. (the French train the even-numbered Afghan battalions while U.S. forces train the odd-numbered units). A special forces spokesman said training for the 7th Bn. will begin when the unit has recruited at least 300 men.

In early December Al Qaeda and Taliban sympathizers launched two hit-and-run attacks on U.S. forces in Afghanistan, and a B-52 Stratofortress dropped precision-guided munitions in support of special-operations forces that came under attack near the border with Iran. U.S. officials stressed that these and many similar incidents in December illustrated the dangers U.S. and coalition forces in Afghanistan still face.

The Army continued to remove Stop-Loss restrictions for selected MOSs, including specialties in intelligence, field artillery and air-defense artillery. However, another Stop-Loss measure keeps mobilized Reserve and National Guard soldiers in the Army until at least 90 days after their units demobilize. The measure was enacted to keep mobilized reserve-component members from departing the Army at the end of their enlistments but in the middle of a unit's a missions, officials said.

SPC Patrick Tharpe



**Soldiers from the 82nd Airborne Division's 1st Battalion, 504th Infantry, search a bazaar in the village of Yehya Khel, Afghanistan, for al Qaeda members and possible weapons caches.**

**Members of the 705th Explosive Ordnance Disposal Company from Fort Polk, La., detonate ordnance found in an Afghan village near Bagram Airfield during Operation Kofi Sofi.**

SGT Albert Eaddy

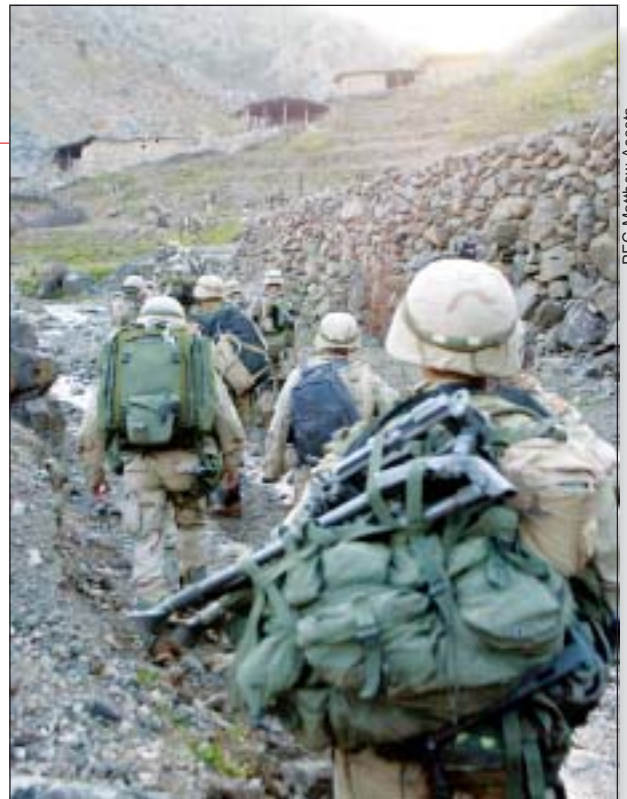






SGT Albert Eaddy

The ordnance found during Operation Kofi Sofi is wired for detonation. Among the explosives found were mortar shells and rocket-propelled grenades.



PFC Matthew Acosta

Soldiers of the 82nd Abn. Div.'s 505th Inf. approach a suspected enemy position during Operation Alamo Sweep.



SGT Angelica Harris

LTC Tim O'Hara, commander of the 405th Civil Affairs Bn. from Riverdale, Md., gives balloons to students during his unit's visit to a girl's school near Bagram.



**Secretary of the Army Thomas E. White and Sen. Arlen Specter (R-Pa.), joined by members of the Carlisle community, shovel dirt during the groundbreaking ceremony.**

SSG Marcia T. Hart

## Carlisle, Pa.

### Heritage Center Construction Begins

THE ceremonial groundbreaking for the Army Heritage and Education Center took place in November. Secretary of the Army Thomas E. White and Pennsylvania's senior senator, Arlen Specter, attended the ceremony.

Being constructed on a 56-acre site, the center is a joint effort of the Department of the Army, the Commonwealth of Pennsylvania and the Military Heritage Foundation, and will tell the Army story through museum displays, archives, interpretive history and unit memorials. The USAHEC will be home for the U.S. Army Military History Institute and the Army Heritage Museum, and the new facility will complement the National Museum of the United States

Army, to be constructed at Fort Belvoir, Va. — *Army News Service*

## Washington

### DOD Begins Smallpox Vaccination Program

THE Department of Defense announced in December it has begun mandatory smallpox vaccinations of military personnel.

Dr. William Winkenwerder, assistant secretary of defense for health affairs, said immunizations started Dec. 12 and would continue "over the next weeks and months," concentrating initial immunizations on units with "high priority." He said National Guard and Reserve units would be added in the near future.

"We'll start with teams that would respond in the case of an attack, followed by military medical personnel, and then

certain forces that we believe would be important to carry out any missions in the near future," he said.

Although Winkenwerder would not confirm a specific threat against U.S. personnel, he did say the services need to be prepared now.

Smallpox is a highly contagious and sometimes-fatal disease for which there is no specific treatment. The disease kills about 30 percent of all people infected, according to the Centers for Disease Control and Prevention. Currently, the only preventive measure against the disease is the vaccine. — *American Forces Information Service*

## Washington

### New TRICARE Mail Order Pharmacy Opens

MORE than 400,000 military pharmacy mail-order custom-

ers will be switched March 1 to a new TRICARE mail-order Pharmacy program, said COL William D. Davies of the TRICARE Management Activity in Falls Church, Va.

Current services will continue under the National Mail-Order Pharmacy contract until Feb. 28, and the next day, March 1, Express Scripts Inc. will provide services under the new program, Davies said.

Those beneficiaries who have refills remaining on existing prescriptions will be transferred to Express Scripts so they can continue ordering medications on time, with some exceptions.

"We can't transfer narcotics or other controlled substance prescriptions. Nor can we transfer compounded prescriptions — those that are prepared by the pharmacy," said Davies, who is the director of DOD pharmacy programs.

TRICARE beneficiaries living and working overseas who have APO, FPO or U.S. embassy addresses can use the mail-order pharmacy for prescriptions that don't require priority handling. But the prescription must be written by a provider licensed to practice in the United States.

Those eligible to use the current mail-order program or the retail benefit are eligible to use the new TRICARE mail-order program. New customers must register for the program. Information will be provided through the TRICARE service centers, military treatment facilities pharmacies and their marketing points of contact. For more information, including a complete section on the co-pay structure, visit [www.tricare.osd.mil](http://www.tricare.osd.mil).

Beneficiaries may also use the Express Scripts Web site by clicking on the Defense Department seal at



www.express-scripts.com.  
— AFIS

#### Washington

## Stopping the Identity Thieves

MEMBERS of the Army family now have a tool to stop cons who prey on military personnel. DOD and the Federal Trade Commission have created "Military Sentinel," a Web site to help expose those who seek to steal identities and set up telemarketing scams, fake sweepstakes and get-rich-quick schemes.

Military Sentinel allows members of the armed forces to enter consumer complaints directly into a database that is immediately accessible by more than 500 law-enforcement organizations throughout the United States, Canada and Australia. These agencies use the complaint data to target cases for prosecution and other enforcement measures.

The site will also provide DOD with the means to gauge consumer-protection issues facing the military community, said Assistant Secretary of Defense Charles Abell.

The site has valuable links

For more information,  
visit the website:

[www.consumer.gov/military](http://www.consumer.gov/military)

to frequently asked questions, off-limits businesses and consumer-information sites. For specific information related to each service, or to file a complaint, click on the appropriate service icon at the top of the web page. — ARNEWS

#### Arlington, Va.

## Bush Authorizes New Guard CSTs

PRESIDENT George W. Bush has authorized the creation of 23 more full-time National Guard civil-support teams, one for each state and territory that does not already have one of the congressionally directed teams formed to help civil authorities respond to disasters caused by weapons of mass destruction.

The 23 additional teams, which will bring the total number to 55, are included in the 2003 National Defense

Authorization Act that Bush signed into law in December.

Each 22-member civil support team is trained and equipped to test the air, soil and water at a disaster site for chemical, biological and radiological agents and high-yield explosives that could endanger firefighters, police officers and other emergency responders and members of the public. Thirty-two full-time teams are now located in 31 states. California has two.

The law makes it possible for the remaining 19 states, three territories and the District of Columbia to field teams certified by the secretary of defense. The act gives the Department of Defense 180 days from the date it was signed to determine how the 23 new teams will be funded and how and when they will be staffed, equipped and trained.

The teams are qualified to conduct operations in and outside of their states as part of the National Guard's national-response plan. — *National Guard Bureau Public Affairs Office*

## Budget News

### Budget Funds Transformation, Pay Increase

THIS year's Defense Appropriation Bill and Authorization Act will fund pay increases for soldiers, a fourth Stryker brigade combat team and 650 Comanche helicopters.

Congress responded to the Army's request to close the pay gap between soldiers and the civilian sector with a target pay increase of 6.5 percent for mid- and senior-level NCOs, and a 5.5 percent increase for majors between eight and 14 years of service. *[See the pay chart on page 24 of this issue.]*

Army chief of Staff GEN Eric K. Shinseki has repeatedly said that the Army needs six Stryker brigade combat teams. Congress responded by authorizing \$788 million to purchase 322 Stryker vehicles, enough for a fourth brigade with an additional \$150.9 million for further research and development.

The Army's request to procure 819 RAH-66 Comanches was partially granted. Congress authorized \$910 million for development, while the Department of Defense has supported the procurement of 650 Comanches.

President George W. Bush signed the Defense Appropriations Bill, which is nearly \$335 billion, and the Military Construction Appropriations Bill, which adds \$10.5 billion for building and upgrading military installations and family housing, at the White House in October. The Defense Authorization Act was signed in December.

— ARNEWS

SFC Kathleen T. Rhem



Each 22-member civil support team is trained and equipped to test the air, soil and water at a disaster site.

# Serving in Turkey

Story by MAJ William Beckman

**T**URKEY is a young country, yet it lies on ancient land filled with historical significance. Her coasts and fields have seen armies come and go, inhabiting this crossroads of continents and cultures.

U.S. soldiers and their families have been stationed in Izmir, Turkey, since 1952, but in the spring of 2002 the Department of Defense decided to make assignments to Izmir 12-month unaccompanied tours. The decision greatly affected the small military community of around 900 Americans who live amid a bustling city of 3 million people.

Personnel issues were a major factor.

“We scrambled to ensure we were taking care of soldiers and their families,” said MAJ Ivery Taylor, chief of the military community’s manpower section. “We had to get assignments and orders for every soldier in the community within a few months.”

The transition process affected information systems analyst SSG John Sterling. “I was working on my bachelor’s degree and would have finished here, but we got a new assignment earlier than we planned.”

Some soldiers, such as administrative specialist SPC Cierra Boykin, sent their families back to the States before taking up their next assignments.

“My boy was in Turkish day care, learning the language and having an international experience. Now he’s with my mom in the United States, but we’ll be together again soon,” said Boykin.

Besides awaiting new assignments, soldiers had to work together to solve other issues. Soldiers and parents assisted in the closing of Izmir’s Department of Defense Dependent School, which had been accommodating the U.S. military’s children for 50 years.

In the fall of 2003 a smaller but more efficient exchange and commissary will move to a more secure area. Security and force protection were major concerns long before Sept. 11, said

MAJ William Beckman is the public information officer for Joint Command Southeast.





**(Main photo)** The Izmir area has tremendous off-duty opportunities, such as exploring ancient ruins, scuba diving or riding camels on the beaches.

**(Below, left)** U.S. soldiers are supported by a small commissary and base exchange, but most Americans quickly learn to navigate the bustling Turkish markets to find bargains.

**(Below, center)** Soldiers use off-duty time to ride along Izmir Bay.

**(Below, right)** SPC Cierra Boykin works alongside Turkish soldiers in the message center, ensuring Joint Command Southeast's multinational staff members get their mail and messages.







Army battalion commander LTC Steve Shappell. "Izmir has been in a heightened force protection status for more than 10 years."

The soldiers are vigilant, but lead normal lives. "I watch my back, but I'm comfortable here," said SGT Chad Mitchell, an information-systems analyst.

The threat level isn't high, because of the community. "The Turks are great. They have a great sense of hospitality and will really try to help you," said Sterling. "My kids and I felt safer here than we did in the States."

Given recent changes, what should a newly assigned soldier expect?

"I told my replacement to start filling out his extension paperwork," said Sterling. "I love it here and would have stayed longer because of the things Turkey has to offer."

Izmir and the surrounding areas are unusually appealing. The Aegean coast is beautiful and offers inexpensive resorts and a vibrant nightlife. There are also thousands of reminders of Turkey's ancient past. Within a few hours' ride, a soldier can visit hundreds of ancient Greek and Roman ruins, and the early Christian churches.

"In the States you only read or hear about this stuff, but here you can see where many of these things happened," said Boykin.

An Izmir assignment won't be the hardship that people envision with an unaccompanied tour. Instead of living in barracks, soldiers will be staying in leased quarters or apartments around town. Protecting the force means

**Izmir, a sprawling western city of 3 million people, is home to some 170 U.S. soldiers who are part of NATO's Joint Command Southeast. The soldiers live in leased housing along Izmir Bay.**

dispersing groups of soldiers and allowing them to keep a low profile.

The Army also no longer ships privately owned vehicles to Turkey. Soldiers will travel to work in civilian clothes on shuttle buses and then slip on their BDUs.

And while the infrastructure has changed, much will stay the same. Soldiers are part of the Joint Command Southeast, which is staffed by 10 NATO countries and is the easternmost NATO joint headquarters.

Sterling, along with 63 other soldiers, works to keep the headquarters in touch with the rest of the world. "We do everything, from maintaining the restricted and classified local-area networks in garrison, to setting up the computer systems when the headquarters deploys."

The multinational mission also hasn't changed. Twenty-seven countries belong to NATO's Partnership for Peace Program. Joint Command Southeast has established a working relationship with 16 of the nations, providing peace and stability to the region through communication and cooperation.

Geography plays a big role in this, because this secular but predominantly Muslim country borders Iran, Iraq and Syria, as well as nations that were once part of the Soviet Union.

U.S. soldiers are a vital part of this international partnership. In the last year they provided expertise and assistance to Azerbaijan, Bulgaria, Turkmenistan and Georgia.

The most recent example was a medical-assistance project in Tbilisi, Georgia, planned and led by MAJ John Casey.

"There are about 120,000 displaced people who fled from their homes nine years ago," said Casey. Most of the people live in poor neighborhoods, with little money and even less access to health care.

Casey organized a team of 23 medical personnel from nine countries. Over several days the team treated more than 2,000 patients and provided more than \$74,000 worth of medicine and equipment.

"To see the smiles on the kids' faces made all the work worthwhile," said Casey.

Whether they're supporting the garrison or deploying to faraway lands, U.S. soldiers will keep Joint Command Southeast on the leading edge of the partnership, Casey said. □

### *Did you know that...*

- The Trojan Wars took place in Western Turkey.
- The oldest known human settlement is in Catalhoyuk, Turkey.
- Two of the seven wonders of the ancient world are in Ephesus and Halicarnassus, Turkey.
- St. Nicholas, also known as Santa Claus, was born in Demre, on Turkey's Mediterranean Coast.
- Turks introduced coffee to Europe.
- Turks gave the Dutch their famous tulips.
- Istanbul is the only city in the world built on two continents.
- Writing was first used by people in ancient Anatolia. The first clay tablets — in the ruins of Assyrian Karum — date back to 1950 B.C.
- The first Neolithic paintings found on man-made walls are in Catalhoyuk, on Turkey's Anatolian Plateau.
- Scholars believe the burial mound recently excavated near the village of Yassihoyuk, Turkey, is the tomb of King Midas.





# FACING the MEDIA

Story by Beth Reece

Photo by SSG Alberto Betancourt

**S**OLDIERS are making headlines. “We have a good story to tell and folks are interested in what we have to say,” said Warren Nordman, chief of the Army Public Affairs Executive Communications Branch.

The American public is curious about what soldiers do and why, so reporters are asking. But not everyone feels comfortable in the limelight.

The Executive Communications Branch helps turn nervous interviewees into confident speakers in three-hour workshops that cover the dos and don’ts of facing the media.

SFC Jeffrey T. Stitzel, the Army’s 2002 NCO of the Year, attended the workshop last summer. Overcoming fear and self-criticism had been a challenge for him whenever he was interviewed by the media throughout his career, Stitzel said, but the workshop boosted his confidence.

Talking to a reporter is a little like appearing before a promotion board — preparation and practice are key. Soldiers being interviewed for TV, radio or print should always give themselves

time to mentally prepare and check their appearances. It’s okay, Nordman said, to tell a reporter: “I’d love to talk with you about the Army, but need a few moments to prepare myself.”

An impromptu interview feels less threatening when a soldier requests such information as the reporter’s name, organization, story focus, deadline and whether the interview will be live or taped, Nordman said.

“The more you know about an interview, the better you’ll perform. Find out why the reporter wants to speak to you and who else he’s talked to, so you can get a sense of how much he already knows about the subject,” Nordman said.

Touching base with your public affairs office is always important.

Studies show that it’s not always what a source says, but how he or she looks and sounds that often shapes public perception.

Nordman said soldiers shouldn’t take a briefing-the-troops approach when doing interviews. Public opinion is often shaped by whether a speaker comes across as informal or stiff, and conversational or pontifical.

“Be yourself. And remember who your real audience is — the reporter is just a conduit,” he said.

If a phone interview is possible, Nordman recommended that soldiers

accept it. Phone interviews allow the interviewee to use notes while answering questions. And standing during a phone interview makes the voice sound more animated and energetic.

## WHAT’S YOUR POINT?

Soldiers can guide and control interviews by crafting key messages — or talking points — with details that lend credibility to each message.

By anticipating reporters’ questions, soldiers allow themselves to prepare honest and positive responses, and avoid a struggle for answers that audiences can usually detect.

Although print interviews tend to be more in-depth than radio and TV interviews, communication experts still suggest that soldiers keep their messages short and to-the-point.

Soldiers may use various techniques to control the direction of interviews. Sometimes reporters will pause, which allows the interviewee to interject an important bit of information.

Repetition and consistency increase the chances that messages will be used. “The more you say something, the better the chances that’s what’s going to be in the newspaper tomorrow or on the air tonight,” Nordman said.

Because 99 percent of interviews are taped, not live, soldiers are encouraged to correct any inaccuracies on the spot. Even during live interviews, it’s reasonable to backtrack and correct an earlier statement, Nordman added.

While “no comment” is never a good answer, saying “I don’t know” is better than making up an answer about an unfamiliar subject.

Communications experts agree that soldiers are the Army’s best spokespersons.

“This is an opportunity for soldiers to personalize the Army’s message,” Nordman said. “Soldiers shouldn’t be afraid to get excited in front of the camera. That sends the signal that what they’re saying is important to them, and that people should listen.” □

*To learn more about the Communications Workshop or to schedule a class, write to [mediaworkshop@hqda.army.mil](mailto:mediaworkshop@hqda.army.mil).*



# LONG-H

Truckers of the 28th Transportation Battalion in Mannheim, Germany, haul mail, spare parts and other vital cargoes across Europe.





28TH TRANSPORTATION BATTALION

# HAUL TRUCKERS

Story and Photos by Heike Hasenauer

It doesn't have to be February in Central Europe for the days to be short, dark and dreary. From October through March cloudy days and persistent rain are regular occurrences.

Army truckers from the Mannheim, Germany-based 28th Transportation Battalion have collectively logged millions of miles on the roads of Europe, no doubt making them some of the most seasoned bad-weather drivers in the Army.

Among U.S. Army, Europe, units, their "Red Ball-Express"-type mission — not unlike the truck convoy system of that name used to supply the Allies during World War II — that extends 24 hours a day, seven days a week, has earned them the nickname "long-haul truckers."

They're the men and women units depend on to deliver ammunition and spare parts, and every soldier far from home depends on them to receive morale-boosting mail and packages from loved ones.

PV2 Jessica Daniel, driver of an M-915-series vehicle, primarily hauls mail, she said, from the international pick-up point at Rhein-Main Airport in Frankfurt, Germany, to locations throughout Central Europe. Other drivers, depending on their training and level of expertise, also transport "general cargo" — anything from empty containers and machinery to ammunition.

Missions often take drivers as far north as Antwerp, Belgium, to Garmisch in the southernmost tip of Germany and across borders into former Warsaw-Pact countries.

"About 140 trucks are on the road at any one time," said CPT Ed Gawlik III, battalion operations officer. One day, five of the battalion's 18-wheelers were en route over Germany's high-speed autobahns to the port of Bremerhaven, a nine-and-a-half-hour drive from Mannheim (at 80 kilometers per hour). Drivers spent the night there at a German army depot.

"One thing that's unique about this unit," Gawlik said, "is that we're entrusting young soldiers, right out of high school, with this huge, \$180,000 piece of equipment, sometimes sending them over very narrow streets and sometimes with classified cargo."

Collectively, the unit is composed of lower enlisted soldiers and more experienced NCOs. One staff sergeant, on his second tour with the battalion, for example, "has accumulated more than 100,000 road



**SGT Ernest Corral of the 28th Trans. Bn. prepares to move a load of mail to an Army post office in Germany.**

miles in our trucks,” Gawlik said.

In October, soldiers of the unit who traveled to Poland to support the V Corps exercise Victory Strike were on the road for three weeks, said SFC Chris Warner. A truck master in the battalion’s 68th Trans. Co., she tracks the vehicles, cargoes and drivers’ estimated times of arrival to keep the battalion commander, and the units who are anticipating the arrival of goods, informed.

Breakdowns, treacherous road conditions and other unforeseen events can cause occasional delays, said battalion operations and security NCO

MSG Kenneth Melton.

“I saw a Mercedes run right under a German truck once as the truck entered the highway from a rest stop,” Melton said.

As is true of most learning ventures, ease in driving and dealing effectively with tense situations that may arise on the road come from experience, Melton said.

Drivers new to the unit get some assistance early on at the battalion-run driver’s academy conducted at Coleman Barracks, the battalion’s home in Mannheim. There the new personnel learn about the special

considerations and requirements of driving in Germany.

“It takes eight to 10 weeks to train a new driver,” said SGT William Demauri, a company Army vehicle instructor. A “student driver” must log 3,000 miles with an experienced driver-instructor before completing the training.

One of the most challenging aspects of the training is learning to back something that’s 58 feet long into an alley, Melton said. Prospective drivers must also be able to dock their trailer and parallel park.

When the driver completes that





*Each of the 28th Transportation Battalion's five companies has 61 trucks, a collection of M-915A1s and M-915A3s, and two recovery vehicles.*

training, he's accompanied on a 50-mile drive, over city streets and autobahns, by a "check rider" who's responsible for "clearing the driver," Demauri said, and assuring the commander that he's ready to roll.

"We want to ensure that no driver gets complacent," Demauri added. "He or she might be hauling 50,000 pounds of ammunition." When that's the case, an armed guard is on board.

Classroom instruction focuses on the handling of hazardous material, operating procedures when driving on airfields, and such other requirements as what personal items must be carried on each trip. Those include a change of clothes, fuel coupons, a certain amount of cash and a cot.

When questions arise, drivers are always close to home via their cell phones, Demauri said.

Additionally, a computerized tracking system tracks drivers and allows them to send and receive e-mail. "If a driver is unsure about where he is, for example, he can send infor-

mation about mile markers to the operations center, where we can pinpoint his location," said Warner.

Each of the battalion's five companies has 61 trucks, a collection of M-915A1s and M-915A3s, and two recovery vehicles. The A1s have been in use since 1982, have logged hundreds of thousands of miles, collectively, and require considerable maintenance.

"We rely on each company's maintenance section to keep the vehicles running," Warner said.

Transportation movement requests from the U.S. Army and other of the joint services come to the battalion through computers manned by the battalion's high-way movement control specialists, including SFC Brian Watson.

"Our drivers have traveled 700 miles one way into the Czech Republic and Slovakia," Watson said, "to support humanitarian-aid

missions, and through October 2002, a company rotated in and out of Tazar, Hungary."

Most missions are single-driver missions. So the routes can get long, lonely and monotonous. Every driver has to be able to replace his or her rig's monster-size tires and know what to do if

**Before getting on the road for another mission, Corral backs his truck up to a loading dock. Army truckers make deliveries to installations throughout Europe.**





*"As a truck driver, you're out seeing the world, but you have a roof over your head and 'walls' around you keeping you out of the rain."*

the truck breaks down or there's any kind of emergency on the road.

"We have a 4 foot, 9 inch female driver," said Melton. "When people see her driving one of these rigs, they do a double-take. She has to be able to change those tires just like everyone else."

To ensure the drivers' safety and that of others on the road, USAREUR regulations prohibit drivers from spending more than 10 hours on the road without an eight-hour break. In some cases, such as in war time, or to support special contingency operations, the time limit can be extended, Warner said.

"When I was driving for the battalion in 1987, there was no such rule," Melton said. "We'd take off on a Monday and return on Friday, sometimes driving 18 hours at a time."

Those were also the days when many more U.S. troops were stationed in Europe, and major annual exercises required shiploads of vehicles and equipment to be sent from the United States to Europe and delivered to units positioned throughout Belgium, Luxembourg and the Netherlands.

The Cold War was on, and convoys frequently moved back and forth to the Fulda Gap — at

that time a potential invasion route from communist East Germany into the West. Melton had driven on a number of occasions to West Berlin, staying close to the bumpers of the protective West German police car that



**A 66th Trans. Company driver receives verification of his delivery to the Military Air Terminal in Frankfurt, Germany.**

escorted him through the ominous East Zone, he said.

After the 1987 U.S.-USSR Intermediate-Range Nuclear Forces treaty went into effect, Melton was in a convoy that took the Soviet launcher systems to Mainz, Germany, where U.S. officials and others watched Soviet officials cut some of their systems in half. "We were on presidential orders because that was a national commitment," Melton said.

He was also in the last convoy into West Berlin when the Berlin Wall was still in place and in the first convoy into the city in 1989 after the Wall came down.

Today, the mission of the 28th Trans. Bn. remains the same — to get mail and equipment to the troops, he said. But mission planning has been simplified and resources better utilized, thanks to computerized systems.

At the same time, drivers get to see a lot of Europe. SPC Brandon Morris has been driving for the 68th Trans. Co. for three years. He's traveled to Luxembourg, Belgium, Poland and Hungary. "And there's nowhere in Germany I haven't been," he said.

"It's not always fun," Morris said. Rolling out of bed at midnight to be at the motor pool at 0100 and pick up the mail in Frankfurt, while most people are still sleeping, is something he's done countless times. "Sometimes it's miserable outside," he said. "Sometimes it's snowing, and you just don't want to be out there."

But, all in all, "being a truck driver is the best career in the Army," Melton added. "As a truck driver, you're out seeing the world, but you have a roof over your head and 'walls' around you keeping you out of the rain." □





**A 28th Trans. Bn. vehicle rolls out the gate in Mannheim at the beginning of another delivery mission.**



PAY GRADE	<2	2	3	4	6	8	10
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## COMMISSIONED OFFICERS

O-10	0.00	0.00	0.00	0.00	0.00	0.00	0.00
O-9	0.00	0.00	0.00	0.00	0.00	0.00	0.00
O-8	7474.50	7719.30	7881.60	7927.20	8129.40	8468.70	8547.30
O-7	6210.90	6499.20	6633.00	6739.20	6930.90	7120.80	7340.40
O-6	4603.20	5057.10	5388.90	5388.90	5409.60	5641.20	5672.10
O-5	3837.60	4323.00	4622.40	4678.50	4864.80	4977.00	5222.70
O-4	3311.10	3832.80	4088.70	4145.70	4383.00	4637.70	4954.50
O-3	2911.20	3300.30	3562.20	3883.50	4069.50	4273.50	4405.80
O-2	2515.20	2864.70	3299.40	3410.70	3481.20	3481.20	3481.20
O-1	2183.70	2272.50	2746.80	2746.80	2746.80	2746.80	2746.80

COMMISSIONED OFFICERS  
AS AN ENLISTED MEMBER

O-3E	0.00	0.00	0.00	3883.50	4069.50	4273.50	4405.80
O-2E	0.00	0.00	0.00	3410.70	3481.20	3591.90	3778.80
O-1E	0.00	0.00	0.00	2746.80	2933.70	3042.00	3152.70

## WARRANT OFFICERS

W-5	0.00	0.00	0.00	0.00	0.00	0.00	0.00
W-4	3008.10	3236.10	3329.10	3420.60	3578.10	3733.50	3891.00
W-3	2747.10	2862.00	2979.30	3017.70	3141.00	3281.70	3467.40
W-2	2416.50	2554.50	2675.10	2763.00	2838.30	2993.10	3148.50
W-1	2133.90	2308.50	2425.50	2501.10	2662.50	2782.20	2888.40

## ENLISTED

E-9	0.00	0.00	0.00	0.00	0.00	0.00	3564.30
E-8	0.00	0.00	0.00	0.00	0.00	2975.40	3061.20
E-7	2068.50	2257.80	2343.90	2428.20	2516.40	2667.90	2753.40
E-6	1770.60	1947.60	2033.70	2117.10	2204.10	2400.90	2477.40
E-5	1625.40	1733.70	1817.40	1903.50	2037.00	2151.90	2236.80
E-4	1502.70	1579.80	1665.30	1749.30	1824.00	1824.00	1824.00
E-3	1356.90	1442.10	1528.80	1528.80	1528.80	1528.80	1528.80
E-2	1290.00	1290.00	1290.00	1290.00	1290.00	1290.00	1290.00
E-1 >	1150.80	1150.80	1150.80	1150.80	1150.80	1150.80	1150.80
E-1 <	1064.70	0.00	0.00	0.00	0.00	0.00	0.00

C/S 11874.90  
M/S 5732.70

NOTE—BASIC PAY FOR O7-O10 IS LIMITED TO \$11,874.90  
LEVEL III OF THE EXECUTIVE SCHEDULE



# Basic Pay Table

EFFECTIVE JAN. 1, 2003

## YEARS OF SERVICE

12      14      16      18      20      22      24      26

## COMMISSIONED OFFICERS

0.00	0.00	0.00	0.00	11874.90	11874.90	11874.90	11874.90
0.00	0.00	0.00	0.00	10563.60	10715.70	10935.60	11319.60
8868.90	8961.30	9238.20	9639.00	10008.90	10255.80	10255.80	10255.80
7559.40	7779.00	8468.70	9051.30	9051.30	9051.30	9051.30	9096.90
5672.10	5994.60	6564.30	6898.80	7233.30	7423.50	7616.10	7989.90
5403.00	5635.50	5991.90	6161.70	6329.10	6519.60	6519.60	6519.60
5201.40	5372.70	5471.10	5528.40	5528.40	5528.40	5528.40	5528.40
4623.30	4736.10	4736.10	4736.10	4736.10	4736.10	4736.10	4736.10
3481.20	3481.20	3481.20	3481.20	3481.20	3481.20	3481.20	3481.20
2746.80	2746.80	2746.80	2746.80	2746.80	2746.80	2746.80	2746.80

## OFFICERS WITH OVER 4 YEARS ACTIVE-DUTY SERVICE MEMBER OR WARRANT OFFICER

4623.30	4806.30	4911.00	5054.40	5054.40	5054.40	5054.40	5054.40
3923.40	4031.10	4031.10	4031.10	4031.10	4031.10	4031.10	4031.10
3261.60	3410.70	3410.70	3410.70	3410.70	3410.70	3410.70	3410.70

## WARRANT OFFICERS

0.00	0.00	0.00	0.00	5169.30	5346.60	5524.50	5703.30
4044.60	4203.60	4356.00	4512.00	4664.40	4822.50	4978.20	5137.50
3580.50	3771.90	3915.60	4058.40	4201.50	4266.30	4407.00	4548.00
3264.00	3376.50	3453.90	3579.90	3705.90	3831.00	3957.30	3957.30
3006.90	3085.20	3203.40	3320.70	3409.50	3409.50	3409.50	3409.50

## LISTED MEMBERS

3645.00	3747.00	3867.00	3987.30	4180.80	4344.30	4506.30	4757.40
3141.30	3237.60	3342.00	3530.10	3625.50	3787.50	3877.50	4099.20
2838.30	2990.40	3066.30	3138.60	3182.70	3331.50	3427.80	3671.40
2562.30	2636.70	2663.10	2709.60	2709.60	2709.60	2709.60	2709.60
2283.30	2283.30	2283.30	2283.30	2283.30	2283.30	2283.30	2283.30
1824.00	1824.00	1824.00	1824.00	1824.00	1824.00	1824.00	1824.00
1528.80	1528.80	1528.80	1528.80	1528.80	1528.80	1528.80	1528.80
1290.00	1290.00	1290.00	1290.00	1290.00	1290.00	1290.00	1290.00
1150.80	1150.80	1150.80	1150.80	1150.80	1150.80	1150.80	1150.80
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

# Soldiers

The Official U.S. Army Magazine







# Training to Save Lives

Story and Photos by Heike Hasenauer

*Active-duty military personnel volunteered to “go under the knife” as part of an annual medical training exercise called Operation Pacific Warrior.*

**(Left)** Operating-room technician PFC Katie Evans reassures a patient as staff nurse-anesthetist CPT Kyle Ewing administers a local anesthetic before the patient's surgery.

**(Right)** Dr. (MAJ) Michael Kelly (at left), a Reservist performing active-duty training at Tripler Army Medical Center, and Dr. (COL) Eric Johnson, TAMC's assistant chief of general surgery, scrub up before a procedure.

IN the field hospital on the Hawaiian island of Oahu, licensed practical nurse SSG Donald Dickerson checked his pre-op list to ensure the staff sergeant who was to undergo a hernia operation had fasted overnight, voided and taken prescribed medication. Then he hooked up the soldier's I.V. and assured him everything would be all right.

Inside the combat support hospital's operating room, CPT Kyle Ewing, a nurse-anesthetist, also from Oahu's Tripler Army Medical Center, sat at the head of an operating-room table, reassuring another patient who was to have a painful cyst

removed from her lower back.

The big, round smiley faces on Ewing's colorful headscarf momentarily distracted the young woman from what was about to take place.

As operating-room technician PFC Katie Evans helped to steady the woman in a sitting position, Ewing eased a long needle into her back.

Soon afterward, Dr. (COL) Eric Johnson, TAMC's assistant chief of general surgery, and Dr. (MAJ) Michael Kelly, an Army Reservist with the 1984th U.S. Army Hospital Detachment at Tripler, entered the OR to begin their work.

The surgeries to remove a quarter-size cyst from one patient and repair the hernia of another were among 16 surgeries — including tonsillectomies and other procedures — conducted in the field hospital over a two-day period.

The patients, all active-duty military personnel, had all volunteered to “go under the knife” as part of an annual medical training exercise called Operation Pacific Warrior.

Patients arrived at the Corps Area Support Hospital, which was set up at Wheeler Army Airfield, near Schofield Barracks, on Oahu — home of the 25th Infantry Division — as casualties would in war: Some arrived by ground ambulance, others were flown in





by the 68th Medical Company, an air-ambulance unit also stationed on the island.

The exercise hones the skills of medical personnel who are pre-assigned to units other than their own to fill vacancies when those units deploy to contingency operations through a program called PROFIS – for professional filler system, said LTC Nancy Hughes, chief nurse for the exercise, and director of the OB/GYN Nursing Section at TAMC.

The personnel represent every medical specialty from cardiology to gynecology and pediatrics. Most of the soldiers are “PROFISed” to field medical units in Korea, Hughes said. But some are assigned to 25th Inf. Div. units that have been rotating in and out of the Balkans.

Dr. (COL) Paul Wingo, TAMC troop commander, said more than 550 Army medical personnel in Hawaii are part of the PROFIS program.

“To ensure they’re ready to do what’s expected of them in a field-medical environment, they’re required to undergo a minimum of five days’ field training annually, either by deploying to the field with another unit or participating in this type of exercise,” Hughes added. “Our people often deploy to Korea for one to two weeks to train with the units they’d be assigned to.”

Operation Pacific Warrior required participants to not only perform their medical roles in the field, but help set



up and tear down the CASH, which, for the exercise, was configured as a 32-bed hospital with two operating rooms, said Dr. (LTC) Richard Stack, chief of TAMC’s Urology Department. In combat, the CASH’s capacity can be increased to 296 beds.

“It took us three days to set up,” said MSG Trevor Flemming, the exercise first sergeant and chief clinical NCO for TAMC’s Department of Surgery. In a real-life situation, the hospital would go up much more quickly. But, because some of the soldiers had never performed this function before, “we used the crawl,

walk, run method of training,” Fleming said.

Ten-person teams were responsible for setting up the air-conditioning system, power lines and water sources, said Hughes. “We’re learning to be self-sufficient, so we don’t have to depend on others to help us set up in real-world situations,” Hughes said.

Exercise participants also trained on such hospital equipment as ventilators, electrocardiogram machines and defibrillators, and underwent refresher classes on subjects such as combat stress, shock trauma, triage and decontaminating patients exposed to



*Operation Pacific Warrior required participants to not only perform their medical roles in the field, but help set up and tear down the CASH, which, for the exercise, was configured as a 32-bed hospital with two operating rooms.*



**(Above)** Pharmacy technicians SGT Matthew Howell (seated) and SGT Roger Soriano fill physicians' requests for various drugs during the exercise.

**(Left)** SSG Donald Dickerson, a licensed practical nurse at TAMC, completes a patient checklist before Air Force Staff Sgt. Todd Kinsey enters surgery.

**(Far left)** LTC Nancy Hughes, chief nurse for the exercise, leaves the field hospital to coordinate plans for a mass-casualty drill.

chemical-biological agents, said Flemming.

A life-like mannequin called the "patient simulator" helped participants identify various injuries and provide appropriate care.

The training culminated in a mass-casualty scenario that allowed everyone to play a role, putting to use what they learned, Flemming said.

Dr. (CPT) Vu Truong, a TAMC obstetrician, said, "I haven't just been sitting here waiting for patients to come in; I pulled KP this morning.

"This training is beneficial because this is what I'll be doing in a hostile

environment. I'll be expected to perform tasks besides those of a physician," Truong said.

Field medical training is beneficial, too, in that it exposes medical teams to the unique aspects of field medicine, he said. "At a medical center, we don't typically have patients coming in by military trucks and helicopters. And the patients we see are not usually trauma patients."

"This gives me a much better idea of the type of patients I'd see in a combat environment," added SPC Kelly Hilson, an emergency medical technician at TAMC.

2LT Ericka Napier, a TAMC medical-surgical nurse, said: "Nursing doesn't really change; the equipment we use in the field does. Here, we don't have automatic blood-pressure cuffs, electronic beds or I.V pumps. We have to calculate dosages manually. We do a lot of paper charting, as opposed to computer charting."

Another distinct difference in the field is "you're heavier," Napier said. "And wearing the combat gear is a constant reminder that what we're doing here in training could mean the difference between life and death for soldiers in combat." □



# Sail Army

Story by Steve Harding

**F**EW people realize the Army has an extensive, worldwide fleet of watercraft. Fewer still realize that among those vessels is a fast and highly advanced experimental ship that has radically changed the nature of military sea transportation.

Designated HSV-X1 and named *Joint Venture*, the futuristic-looking catamaran is based on a successful car ferry design by Australia's Incat shipbuilders. Constructed in Hobart, Tasmania, the 313-foot aluminum vessel was modified to carry some 800 tons of military vehicles and equipment, as well as about 360 people.

The ship was leased jointly by the Army and Navy in the fall of 2001, and since then it has been under evaluation in real-world operations from Europe to Southwest Asia to the coastal waters of the United States. While the Navy tested *Joint Venture's* capabilities in countermine warfare, special-operations support and anti-submarine operations, since April of 2002 the Army has been evaluating it as a high-speed logistics-support platform.

(Continued on page 32)





# FASTER



Driven by its powerful water jets, the experimental logistics-support vessel *Joint Venture* moves out at nearly 40 knots during recent operations off the coast of California.

U.S. Navy photo





## Sail Army... FASTER

### Fast and Shallow

And “high-speed” is a new and increasingly important concept in terms of Army watercraft, said MG Robert T. Dail, the Army’s chief of transportation.

“The Army is directed by the Department of Defense to operate watercraft in coastal waters in support of land forces, and we have done just that in each of the nation’s conflicts over the past 60 years,” Dail said. “Yet the big ships we own today — the logistics-support vessels and larger utility landing craft — and the Navy’s transports were designed to carry large amounts of cargo at relatively slow speeds. In today’s world, we need men and materiel to reach critical areas far faster.”

That’s where the HSV-X1’s

advanced water-jet propulsion and wave-piercing catamaran hull come in, Dail said.

“The HSV-X1 can do better than 40 knots, or about 46 mph, some four times faster than the top speed of the Army’s current larger vessels,” he said. “That means that we can get vital equipment and personnel to key locations much more quickly. And because ships like *Joint Venture* can safely operate in much shallower waters than the bigger, conventional vessels can, it means we can get into more ports.”

The ability to use small, shallower ports is especially important in war-time, Dail said.

“We normally deploy the bulk of our heavy forces by sea, using ocean-going vessels to land the materiel at large, improved ports,” he said. “We

then establish a lodgment where we can get our people linked up with their equipment before moving them forward.”

The problem, Dail said, is that the enemy can destroy or block the large ports, denying their use to the deploying forces. And even if the ports remain open, creating the lodgment and building up forces can take time — some four months, for example, during the initial stages of the Gulf War.

“And when we’re in these large ports doing all this consolidating, we’re very vulnerable to threats such as missiles or chemical weapons,” he said.

That, Dail said, is why the Army is evaluating the HSV-X1.

“We want to be able to quickly bring the people and equipment into



***Joint Venture*’s aft vehicle ramp allows the rapid loading and unloading of trucks, Humvees and, as during last summer’s Exercise Millennium Challenge ’02, Stryker infantry carriers. The ramp is folded upward and inboard before the vessel gets underway.**





**Packed with sophisticated control, navigation and communication systems, HSV-X1's bridge looks more like that of a starship than an oceangoing vessel. Everything — including maneuvering — is electronically controlled.**

the theater, and then combine and integrate them in an area that is not vulnerable to enemy attack," he said. "We then want to deploy our forces into an area of our choosing. And with a ship that only draws 15 feet of water, we'll have a lot more choices."

The concept, Dail said, is that the Army could position vessels like *Joint Venture* in key locations worldwide. The vessels' high speed would allow the Army to then mass several ships at a given location to support an operation and link up with soldiers flying in from the United States.

"This is a new way of looking at

how we deploy our soldiers, and a new way of providing a capability that current Army watercraft aren't able to provide," Dail said. "And our continuing evaluation of the HSV-X1 is teaching us new things, and raising new possibilities, every day."

## A Challenging Evaluation

The Army's evaluation of *Joint Venture* has been both extensive and wide-ranging.

After taking control of the vessel from the Navy at Rota, Spain, the ship's Army crew took it across the

Mediterranean, through the Suez Canal and into the Persian Gulf. *Joint Venture* operated there for two months, moving all types of cargo in support of Operation Enduring Freedom. In its final mission in that region, the ship left the Gulf through the Strait of Hormuz, delivered cargo in the United Arab Emirates, then sailed for the U.S. West Coast via Kwajalein Atoll and Hawaii.

This past summer the vessel demonstrated its lift capability more publicly by carrying 14 Stryker infantry carriers, support vehicles and some 20 soldiers of the Stryker

*"This is a new way of looking at how we deploy our soldiers, and a new way of providing a capability that current Army watercraft aren't able to provide."*



Because *Joint Venture* was built as a vehicle and passenger ferry intended for short voyages, her food-preparation facilities (above) and crew accommodations (left) are limited. Larger and more suitable facilities will be standard on later vessels.



## The Soldiers' View

Drawn mainly from the 7th Transportation Group at Fort Eustis, Va., the 24 Army mariners assigned to *Joint Venture*'s crew have extensive experience with the landing craft, tugboats and logistics-support

vessels that make up the bulk of the Army's fleet. Yet most say that sailing aboard the innovative catamaran has been a new and eye-opening experience.

"This is like no vessel I've ever served on," said watercraft engineer SSG Calvin Williams. "I've been aboard for 10 months, and I still discover something new about her every day."

"This vessel is really packed with advanced technology in terms of operation, navigation and communication," agreed CW3 Rebecca Brashears,

the ship's executive officer. "Everything is electronically controlled, including the maneuvering. An engineering officer even stands watch on the bridge and can monitor the engine-room systems from there."

All the technology is a tremendous leap forward for Army mariners, Brashears said, but it takes a while to learn the ship's systems and operate them in the most efficient way.

"This is an advanced ship with many sophisticated systems, so attention to detail in terms of operating and maintaining the vessel is that much more important," added SSG Jill Paschal, a watercraft engineer who was aboard *Joint Venture* as part of a team developing a training handbook for the vessel.

Training Army mariners to operate and maintain vessels like *Joint Venture* is bound to bring about changes in the 88K and 88L — watercraft operator and engineer — MOSs, Paschal said.

Brigade Combat Team from the Port of Hueneme, Calif., back to Fort Lewis, Wash., following the conclusion of the Army Transformation Experiment 2002 at the National Training Center at Fort Irwin, Calif.

Each of *Joint Venture*'s voyages has given Army evaluators a chance to examine the ship's performance and capabilities under a range of conditions, Dail said. And, just as important, it's given Army mariners a chance to get to know the type of vessel that could well become the mainstay of the future watercraft fleet.





"We will have to step up the level of training, in terms of providing mission-ready mariners," she said. "That's why U.S. Army Training and Doctrine Command representatives are here determining what type of training, and how much, it will take to reach that goal."

More importantly, Dail said, the Army has used the engineering and performance data gathered during the lease of *Joint Venture* to fine-tune the requirements for the service's second high-speed ship, the prototype theater-support vessel *Spearhead*.

## The Shape of Things to Come

Designated TSV-1X, *Spearhead* is similar in design and layout to *Joint Venture*, but is considerably larger and

incorporates some 96 of 104 lessons learned from the first vessel, said COL Genaro J. Dellarocco, project manager for force projection at the Program Executive Office for Combat Support and Combat Service Support in Warren, Mich.

"*Spearhead* is an evolutionary step towards the ultimate, objective theater-support vessel," he said. "Based on what we've learned from *Joint Venture*, we've altered the design of the stern loading ramp, expanded the crew quarters and improved the galley, and made quite a few other changes that make *Spearhead* much more representative of what we're looking for."

The vessel was delivered to its Army crew in mid November in Tasmania, and the soldiers immediately began training, conducting sea

trials and outfitting *Spearhead* for logistics operations worldwide. And, just as with the first vessel, lessons learned during the operation of the second will be applied to the design for the objective TSV.

"Our ultimate goal is to get to an objective vessel by the middle of this decade, so that we can start replacing some of our outmoded watercraft fleet," Dellarocco said. "We believe our continuing evaluation of both *Joint Venture* and *Spearhead* will help us achieve that goal."

For its part, *Joint Venture* will continue to soldier on. Currently back in Navy hands, the ship will return to Army control from mid-March through May for testing with the Stryker Brigade Combat Team and the Hawaii-based 25th Infantry Division. □



Incat Australia

Accepted by the Army in November, TSV-1X *Spearhead* is larger and more capable than *Joint Venture* and incorporates many of the lessons learned by Army mariners while operating the earlier vessel.



**Williams: Visiting troops in Afghanistan.**

*"It was important for me to come here because I wanted to let the soldiers know we haven't forgotten them," Williams said.*

**"G**OOD morning, Bagram!" The greeting that echoed through the hangar at Bagram Air Base in Afghanistan was none other than that of actor-comedian Robin Williams, who brought Hollywood's images of Vietnam to the screen in his popular film, "Good Morning Vietnam."

As Williams proceeded with his impromptu performance, soldiers at the air base responded with uncontrollable laughter. It was a beautiful sight, said one soldier, thanks to the USO and Williams' unyielding desire to visit troops in Afghanistan.

"It was important for me to come here because I wanted to let the soldiers know we haven't forgotten them," Williams said. "Recently, most of the media's attention has focused on Iraq, and people need to know there's still a war going on here, and it's an important one."

The Oscar-winning comedian made sure his Thursday and Friday visit to the war-torn country was as memorable as some of his movies.

"I thought he was great," said SPC Bob

Melone from the 772nd Military Police Company from Taunton, Mass. "He was so funny. He appeared at the Morale, Welfare and Recreation building with so much energy."

"He did a great job," said SSG Erik Mileski from the 351st Ordnance Company from Uniontown, Pa. "The show seemed to really lift everybody's spirits."

After the MWR show, Williams signed autographs and posed for photographs.

"It was amazing meeting all types of people here at Bagram," Williams said. "I met a husband-wife team who took pictures with me three times because their camera wouldn't work."

Williams also ate at the base's newly opened north dining facility, visited the Post Exchange and was deeply moved when he stopped by the hospital.

"You have an amazing hospital here," Williams said. "I went there and saw how you are taking care of people with land mine injuries, including a little boy who was literally put back together. It's got to be hard, but you are doing an extraordinary job."

Although his trip was brief, Williams said it was a great visit and he hopes to come back with a small number of friends.

"I want to say I'll be back," he said. "I'm sorry if I couldn't meet everybody, but it'll be great to bring back a few comics and split them up and do a couple of simultaneous shows." — SPC Alfredo Jimenez Jr., 28th Public Affairs Detachment



**W**ORKING on any project from the ground up is probably never easy, but SFC Clinton M. Covert, the 11th Signal Brigade's equal opportunity adviser at Fort Huachuca, Ariz., proved you can do anything you put your mind to.

He focused on earning a doctorate degree while serving as an active-duty, senior non-commissioned officer.

The oral defense of his dissertation at the University of Southern California recently culminated 10 long years of Covert's higher education.

The dissertation focused on senior enlisted Army soldiers' motivational orientations and perceived barriers to college participation, he said.

Covert, who earned his doctorate in education and is now known as "Dr. Covert" to friends and colleagues, chose this topic for various reasons.

"I entered the Army at the age of 17, and I didn't give much thought to getting a college degree," he said. "In fact, like a majority of the soldiers I interviewed, I was a first-generation student. That is to say, my parents held no more than a high school diploma. As I was growing up, college wasn't discussed as a possibility.

"I had over eight years in the Army before I enrolled in my first college course," said Covert, whose research for his dissertation revealed that many soldiers couldn't enroll in college courses because they're assigned to tactical units that deploy frequently.

On the upside, however, he also learned that soldiers were able to overcome the obstacle when they have the support of their chain-of-command, he said.

"Many soldiers I talk to assume that I must have had easy assignments in order to accomplish this," said Covert. "But I point out that I have also been assigned to tactical units that required numerous deployments and field training exercises. The key

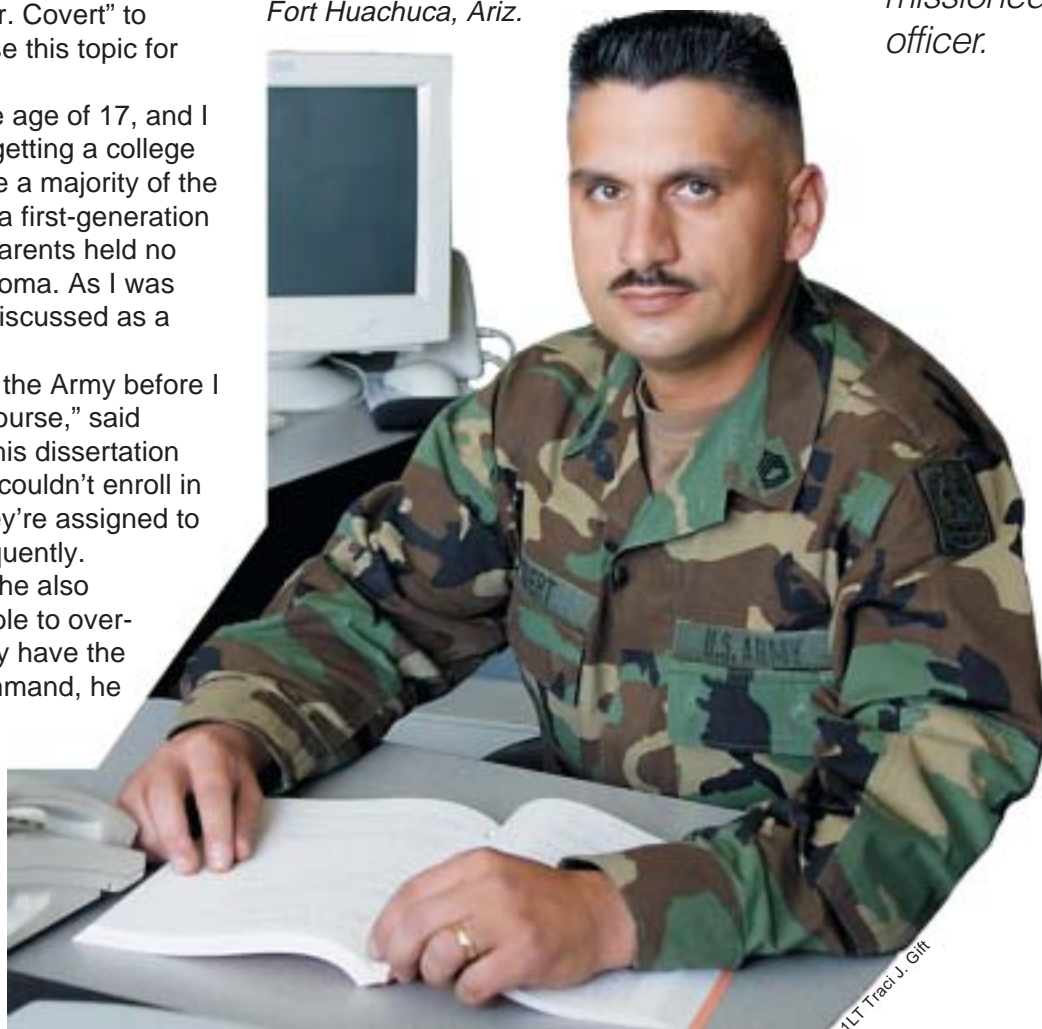
for me was taking advantage of opportunities as they presented themselves."

As an example, in 1994, instead of waiting for the required courses for his master's degree to be available at his duty station, Covert used leave to take the coursework at different education centers throughout Germany. By doing this, he was able to finish a two-year program in 12 months.

Bell & Howell Information and Learning Company will publish Covert's dissertation this fall with the study's complete findings available at [www.umi.com](http://www.umi.com).

Covert, who is scheduled to retire July 1, plans to enter the federal system as an Equal Employment Opportunity administrator and teach as a university professor. — 1LT Traci J. Gift, 11th Signal Brigade Public Affairs Officer, Fort Huachuca, Ariz.

*Covert focused on earning a doctorate degree while serving as an active-duty, senior noncommissioned officer.*



**Covert: Now Dr. Covert.**

# Sharp Shooters

**T**HIS year's "This Is Our Army" photo feature was a success because of the great photos submitted to us from photographers in the field. The following two pages showcase some of the photos submitted for that issue but not printed because of lack of space.

Once again, I thank all the photographers who took time to submit their images telling the Army

story. I encourage you to visit our web site at

**[www.soldiersmagazine.com](http://www.soldiersmagazine.com)** and read our "Guide to Writing and Shooting for Soldiers Magazine" to help you continue telling our story. Remember — this is your magazine.

— *SSG Alberto Betancourt*

Photo Editor



**2nd Infantry Division soldiers in Korea battle it out during KATUSA Friendship Week. — SSG Nelda Denise Pehrson**



**2LT Anthony B. Wilson and his 5-year-old son, Jacob, set off on a late evening father-and-son foot march in Manhattan, Kan. — Heather Wilson**



**(Right)** SGT Woo Jin Kim is a spotter for SSG Peter Armstrong, a sniper with HHC, 1st Bn., 503rd Inf., at Rodriguez Range in Korea. — *Yu Hu Son*

**(Below)** Ohio State University Army ROTC Cadets land on a campus parking lot after completing an air-assault operation. — *Manuel Pace*



Standard photo submissions for Soldiers Sharp Shooters can be mailed to Photo Editor, Soldiers, 9325 Gunston Road, Suite S108, Fort Belvoir, VA 22060-5581. Photo submissions of digital images should be directed to [alberto.betancourt@belvoir.army.mil](mailto:alberto.betancourt@belvoir.army.mil). All submissions must include an introductory paragraph and captions.



MAJ Larry Winchell



Peace Corps volunteer Tierney Davis (right) provided Spanish translation for COL David Kosioerck as he assessed the dental needs of a resident of Santa Maria, Paraguay, during the medical readiness exercise.

## Santa Maria, Paraguay

### Exercise Brings Smiles to Paraguay

RESIDENTS of Santa Maria smile a little brighter since U.S. Army, South, conducted its first dental readiness exercise.

For 10 days, members of the Massachusetts Army National Guard's 287th Medical Company extracted teeth, filled cavities, fitted dentures and taught oral-hygiene classes at three local schools.

"This was a goodwill exercise," said COL Kevin P. Carey, commander of the 287th Med. Co. "It was also a great opportunity to train our dentists in a field environment."

With nine dentists — all with private practices in Massachusetts — Carey's unit deployed with three x-ray machines and 10 dental chairs.

"This was a fantastic group effort that provided the people of Santa Maria with restorative dental care and dentures, something they could not afford on their own," said LTC Gerald P. Timoney, chief of USARSO's Humanitarian and Civic Assistance Division.

The unit had five bilingual soldiers and four Peace Corps volunteers serving as translators.

During the oral-hygiene classes the soldiers taught young Paraguayans to brush their teeth three times a day, if possible, and to use water instead of lemon juice if no toothpaste was available. They also taught them they could use thin fishing line for dental floss.

"At the end of each class we issued each student a new toothbrush," said COL Thomas G. Braun, one of the team's dentists. "They appreciated the new brushes as if we had handed them a \$100 bill." — MAJ Larry Winchell, U.S. Army, South, Public Affairs Office





The assault hoseline (left) comes packaged in flaking box containers. Inside each box is 1,000 feet of 4-inch collapsible hose that can handle 350 gallons-per-minute. Thirteen flaking boxes make up the complete system.

SPC Travis Edwards (both)

MSG Brian Shatswell (at left), senior fuel sergeant, leads civilian fuel-farm foreman Jeffrey Simmons and COL Tom Palmer, Joint Logistics Command commander, on a tour of the new assault hoseline at Camp Stronghold Freedom.

"The current fuel transfer system will be inadequate to meet the requirements we think we'll have," said MSG Brian Shatswell of the JLC-Distribution Management Center. "Improvements must be made to ensure there is a constant flow of petroleum."

To ensure this constant flow of fuel, logisticians installed an assault hoseline system that ties directly into the Uzbek facility but bypasses its antiquated and sometimes unreliable pumping system.

"By using a temporary system called an assault hoseline outfit, we were able to route the flow of petroleum more than 300 meters to the U.S. fuel farm," said Shatswell.

"Someday, somewhere, some soldier's life may depend on the firepower that's brought to bear from a combat system with fuel that originated from this pipeline," he said. "I'd like to think we made the difference if that time came." — SPC Travis Edwards, Joint Logistics Command PAO

**Camp Stronghold Freedom, Uzbekistan**

## Assault Hose Secures Flowing Fuel

LOGISTICIANS of the Joint Logistics Command here created an alternative way for petroleum products to be transferred from an old Uzbek fuel farm to a U.S. contingency fuel farm in case the old facility becomes inoperable.



MSG Deb Smith

Colorado Governor Bill Owens took time to welcome home members of the Colorado Army National Guard's Co. B, 5th Bn., 19th SFG, upon their return from a year-long deployment in Afghanistan.

returned from a year in Afghanistan.

"We're here to say thank you," said Colorado Governor Bill Owens. "We're here to honor your sacrifice and your service, and to say thank you to your families, who have been such a source of pride and inspiration to all of us."

Although families and friends made the "welcome home" ceremony a joyous event, the soldiers' return was bittersweet. Last April, unit member SFC Daniel Romero was killed during an ordnance disposal operation in Kandahar.

"This journey began when terrorists attacked our nation," Owens said. "They did their worst. We answered by sending our best." — MSG Deborah A. Smith

**Denver, Colo.**

## SF Soldiers Return From Afghanistan

SOME 100 soldiers of the Colorado Army National Guard's Company B, 5th Battalion, 19th Special Forces Group,

## Customer Service

### Preparation Information



# Navigating Customer Services

**I**T'S a complaint every receptionist has heard: "Please don't send me elsewhere; I've already spoken with neighbors and left messages on three voice machines; the operator gave me your number as the office to handle this, and you're the only live person I've been able to reach."

## Welcome to the Community

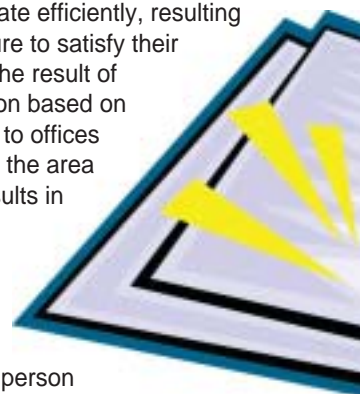
Those of us who live and work on military installations often overlook the fact that these bases possess the characteristics of a small town or city, and that a garrison commander is like a town mayor with many supporting activities. Our bases operate fire and police departments, swimming pools, day care centers, gymnasiums, youth clubs, hospitals, community clubs, craft shops and chapels. They are "landlords" to post exchanges, offices, schools, commissaries, movie theaters, post offices and private quarters. They also publish newspapers;



Steven Chucala is chief of client services in the Office of the Staff Judge Advocate at Fort Belvoir, Va.

provide electrical, water and sewer services; run airfields; and maintain training areas and recreational lands — and the list goes on from there.

Problems surface as people seeking services on a military base fail to navigate efficiently, resulting in frustration and even failure to satisfy their needs. This pitfall is often the result of seeking information or action based on undefined goals presented to offices that are not responsible for the area concerned. That in turn results in people receiving referrals, speculative advice and incorrect or incomplete opinions. Quite often, "I have a problem!" is not a problem at all, but rather a person seeking information about a program or benefit.



## A Simple Solution?

Before contacting offices, determine what is needed to accomplish your objective. This sounds like a simple act, but often it can't be translated into a concise goal for resolution. If several issues are involved, recognize them and be ready to identify each of them and their relationship to each other, and realize the possibility that they may require separate points of contact for resolution.

Once the goal (what needs to be done) and related issues are identified, focus on what office or person within an agency, post, command, organiza-



tion or civilian community has the primary responsibility to act upon the matter in question.

Again, this sounds routine, but those who don't zero in on the office responsible for handling their problem often encounter a frustrating cycle of improper appointments, referrals or delays, and the cycle soon affects others as overflowing mail boxes and redirected calls inhibit distracted employees from offering their best service.

## It's a "Supermarket" Thing

Face it: Our fast paced lifestyle has conditioned us to seek instant service. Having encountered huge supermarkets that offer not just food but also pharmacy items, clothing and much more, we soon become conditioned to expect all of our needs to be satisfied by "one-stop shopping." This expectation has been reinforced by our vast shopping malls, and now we have the Internet "communications super highway" that leads us to expect immediate replies to every request we make.

When voice mail or other obstacles intervene, we become impatient and switch to another person or office rather than wait. Then the frustration is compounded when our calls are finally answered but the person we have reached can't help us because we didn't take time to identify the office responsible for answering our questions.

## Why is Service So Bad?

Such misdirected inquiries also frustrate the people in the offices being called. For example, questions received in a single week by the Fort Belvoir, Va., legal office included requests for information on hold baggage shipments, pet-immunization requirements, the location of TRICARE providers, and procedures for mailing firearms and obtaining new military ID cards and passports.

As much as employees may want to help every customer, legal assistance personnel are not the experts in any of these areas, and taking time to find answers or redirect callers to the proper agency takes valuable time and frustrates other clients who are waiting for appointments or service.

No one likes to give or receive incorrect advice or lengthy explanations and apologies for why help is not available. By focusing on which office is most likely to provide the help you seek, you can eliminate much of this frustration — for yourself and for those who are trying to help you.



## Information, Please

Luckily, finding the right office generally isn't as difficult as it may first seem. Many installations publish post directories that can help you find the office that can help. In the directories, you'll find advice for newly arriving personnel, telephone lists of

services and facilities on post, helpful information about on-post recreation facilities and local entertainment venues, and maps of the post and surrounding areas. Since these directories are supported by advertising, they most likely will also contain a shoppers' guide or index with ads from local businesses that cater to military customers. If you don't have a directory, contact your post public affairs office to get a copy.

Many installations also put directory information on their Web sites, where it can be frequently updated so the information is kept current. If you don't know the Web address for your installation, you can find it by visiting the Army Home Page at [www.army.mil](http://www.army.mil) and selecting the Quick Link "Army A-Z."



## Come Prepared

Now that you've found the right office and made your appointment, be sure to arrive at your meeting prepared with all of the facts and documents necessary to do business. If a lease contract is in dispute, bring the lease. If an estate or will is to be prepared, come with the correct spelling of the names of the persons who will be the executor, beneficiaries, guardians and trustees. It is a waste of time for a client to appear without relevant information or to be undecided about who will be the beneficiaries of their estate, and such a lack of planning just guarantees they will have to make another appointment.

As staffing shortages increase, it is critical that we all follow these few simple suggestions in order to maintain adequate customer services, achieve productive results and eliminate navigating frustrations for all. □





**O**N the Hawaiian island of Oahu, rush-hour traffic around Honolulu can be compared to that of any major metropolitan city. But added to the bumper-to-bumper traffic are more curves, fewer and narrower lanes, and the absence of wide medians that separate oncoming traffic and serve as rescue routes for emergency-response vehicles.

When serious accidents occur, and getting victims to the only shock-trauma center in the entire state of Hawaii within an hour means the difference between life and death, the Army's 68th Medical Company comes to the rescue.

One of the unit's nine UH-60A Black Hawk air ambulances with a four-member crew and refueler is always on "first-up" status at Wheeler Army Airfield, dedicated to respond anywhere on the island, 24 hours a day.

Within 10 minutes of a request for support the aircraft can be in the air and en route to any of 61 designated rescue landing sites on the island, among them

*(continued on page 46)*

**(Left) The red cross is a prominent part of the 68th Medical Company's patch, worn here by crewmember SGT Josh C. Davis.**



# MAST TO THE RESCUE

Story and Photos by  
Heike Hasenauer

At the end of a MAST mission one of the 68th Medical Company's UH-60A air ambulances delivers a patient to Queens Medical Center in Honolulu.





**CPT Jason Wild performs a routine check before a mission.**

*“The types of injuries we see as a result of our MAST mission in Hawaii certainly better prepare us for the traumatic-type injuries we might see in combat.”*



**Because the 68th Med. Co.’s Black Hawks often fly over water during rescue missions, crewmembers must undergo specialized training twice a year.**

*(continued from page 44)*

football and baseball fields, beach parks and a parking lot at the edge of a cliff, said pilot CPT Jason Wild.

“It’s really strange sometimes. We go into a quiet area and suddenly there’s lots of activity and a helicopter is landing in someone’s backyard,” Wild said.

Moving an accident victim by ground ambulance from the North Shore to the shock-trauma center at Queens Hospital in downtown Honolulu during rush-hour traffic would take about two hours, said the 68th’s

unit operations officer, CW4 Gary Graham. “We can get patients there in 10 minutes.”

“Hawaii doesn’t have its own civil air-medical evacuation asset,” said Susan Orr, manager of Trauma Services at the Queen’s Medical Center in Honolulu. As the only air-ambulance provider on the island, the 68th — part of a nationwide program called Military Assistance to Safety and Traffic, or MAST

— has transported some 7,000 shock-trauma patients since the program’s inception in 1974.

“We’ve flown nearly 6,000 MAST-related hours, transported an average of 240 people per year and saved the citizens of Hawaii roughly \$8 million,” Graham added.



The MAST program in Hawaii primarily covers Oahu, where 80 percent of Hawaii's population resides, Orr said. The 68th has occasionally flown a civilian rescue mission to one of the neighboring islands, but the unit really doesn't have the resources to do that. So when serious accidents occur on the big island of Hawaii, for example, rescuers call for commercial or privately-owned fixed-wing aircraft to help.

"On Oahu, we receive 20 to 30 patients per month through the MAST program," said Orr. "Nine times out of 10 they're tourists. Often they've been involved in a traffic accident, fallen from a cliff while hiking or suffered a spinal cord injury while surfing on Oahu's North Shore."

Other MAST rescues have involved crime victims who have been beaten, stabbed or shot.

A rockslide at a former popular destination called Sacred Falls — a mountain path that hugged the edge of a cliff and continued to a breathtaking waterfall — on Mother's Day 1999 was the island's worst-case accident to date, Orr said. Eleven visitors to the site, among them children, died in the disaster. Participation in the rescue was especially difficult for soldiers in the unit who'd never before experienced a mass-casualty situation, she said.

"We're the busiest MAST unit in the Army," said company commander MAJ James Bolton, whose unit is primarily responsible for providing medevac services for soldiers of the 25th Infantry Division and their families. "We're a 45th Corps Support Group asset, but we wear the 25th Inf. Div. patch."

When soldiers train at Hawaii's rugged Pohakuloa Training Area, about an hour's flight from Oahu, a medical evacuation crew remains on-site.

"We have crews out a total of 270 to 280 days a year supporting the training of all the U.S. military services in Hawaii," Graham said. Medevac crews typically spend one week of every month at PTA, ensuring that soldiers injured in training acci-



**Soldiers of the 68th Med. Co. prepare to evacuate a simulated litter patient during a training exercise at Dillingham Air Force Base on Oahu.**

dents can be evacuated immediately to the hospital best equipped to meet their needs.

Thankfully, training accidents are rare, Bolton said. For every soldier or family member medevac mission, there are 25 MAST missions. That's because in other states MAST units only supplement civilian medevac assets, they're not the sole means of swift medical evacuation, Bolton said.

"The types of injuries we see as a result of our MAST mission in Hawaii certainly better prepare us for the traumatic-type injuries we might see in combat," he added.

"Over a three-week period recently, we transported two gunshot

victims — one of them shot in the neck during a robbery, the other shot three times in the chest after a drug deal went bad — and a hiker who fell 100 feet from the 18th fairway at a golf course," Bolton said.

Crew chief SGT Josh Davis formerly served in an air-assault unit in Hanau, Germany. Being in a MAST unit "is as different as night and day," he said. In his former unit there were no flight medics and twice the number of crew chiefs. And the mission was to conduct air insertions of infantry and special-forces soldiers.

Because 68th Med. Co. crews spend much of their flight time over water, they undergo rescue training





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**With the “patient” safely loaded on the litter, soldiers move him to the UH-60 for evacuation.**

twice a year at Bellows Air Force Base, on Oahu, with Air Force and Coast Guard personnel. They practice rescue operations, such as lowering hoists into the ocean to retrieve mock accident victims, and train local emergency responders on aircraft procedures, said SGT Armando Ocon, a 68th Med. Co. medic and instructor.

Additionally, crews train on the vast array of medical gear they carry, including splints, longboards, hoists and pneumatic trousers that squeeze the legs and force blood back to the upper body, Davis said.

All the unit’s flight medics are certified emergency medical technicians, though their role is not so much to sustain life by providing medical care as it is to quickly transport victims to hospitals, Bolton said. Civilian paramedics, who typically get on the aircraft with the MAST crew, provide patient care en route to the hospital.

The MAST crew springs into action after city and county paramedics and other rescue personnel who

respond to a 911 emergency call request air medevac support, Orr said.

“We get calls at 2 o’clock in the morning,” Davis added. They often involve college kids who drive while they’re intoxicated.

Davis particularly remembers the medevac of a soldier who had his arm blown off on a grenade range. While that mission wasn’t Davis’s baptism into the unit, it was the first real eye-opener to the fact that every time they go out on a mission, soldiers of the 68th Med. Co. are responsible, to a large degree, for saving someone’s life, he said.

In March 1999, the unit received congressional recognition for 25 years of service to the people of Hawaii. For the 68th’s crews, however, the greatest reward is knowing that lives have been saved, Bolton said.

“We value the soldiers of the MAST unit,” Orr added. “We love them. I shudder to think what our losses would be without their services.” □



**Soldiers check over one of the unit’s Black Hawks before a mission.**





# The Corps Engages: Kuwait Emergency Recovery

**T**WELVE years ago, Feb. 28 marked the cease-fire ending military operations of the U.S.-led coalition in the Persian Gulf. In the immediate aftermath of the conflict, the U.S. Army Corps of Engineers' mission changed from military operation support to returning a crippled nation to its feet.

The Department of Defense created the Kuwait Emergency Recovery Office and authorized the Corps to assist the Kuwaitis in restoring public utilities, and defense and internal-security systems.

The KERO's damage-assessment teams began operating within 72 hours after hostilities ended. Engineers restored power to such critical Kuwaiti facilities as hospitals, telecommunication centers and

U.S. Army Corps of Engineers, Office of History.



**An engineer officer and a Kuwaiti volunteer assess damage to power lines near the nation's capital.**



financial institutions.

By March 23 the KERO's electrical crews had restored primary power throughout Kuwait's capital. Corps-hired contractors eventually repaired 10,000 kilometers of transmission lines and 29 electrical stations. The KERO also supervised the repair of main water-supply lines and sewage-treatment facilities.

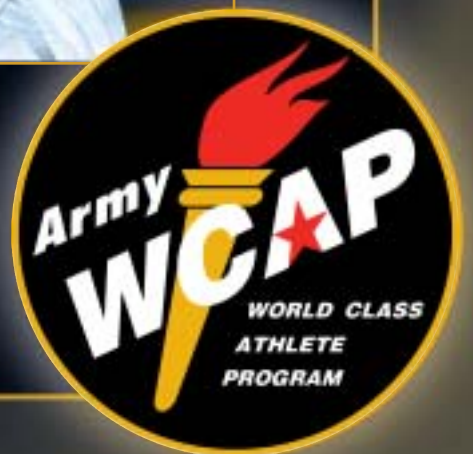
The Corps' most significant challenge was rebuilding and repairing Kuwait's heavily damaged roadways. The Corps filled in hundreds of bomb craters, removed 3,700 barriers emplaced by Iraqi troops and repaired more than 200 kilometers of road. □

**Contractors repair one of Kuwait's many bomb-damaged roads.**

# SPC DAVID BARTLETT



SPC David Bartlett entered the Army on Oct. 26, 1998, as an infantryman. In 1999 Bartlett was a gold medallist in tae kwan do at the U.S. National Championships. In 2000 he won the silver medal at the U.S. Olympic Trials, a bronze medal at the World Military Championships and a gold medal at the Armed Forces Championships. He was a silver medallist at the 2001 World Military Championships, and in 2002 he won a gold medal in the U.S. National Championships and a bronze medal in the U.S. World Team Trials.



# TAE KWAN DO